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OGC 7-1175

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1 August 1957

MEMORANDUM FOR: Director of Training

SUBJECT: Report on National War College Course

1. At your request I am submitting some of my views concerning the course at the National War College which I recently completed. This course must be considered a gentleman's course in that there are no examinations and no ratings of individuals on a formal basis.
2. The course content is a broad-brush treatment of the various aspects of formulating national policy. As you know, outstanding persons deliver lectures and are subjected to questioning. This is extremely interesting and enlightening. In addition to the lectures and discussions, the required reading as well as the optional reading provide a wonderful opportunity to delve into various geographical areas, foreign affairs, and certain domestic aspects of the processes of formulating national policy.
3. An intangible factor, which the school itself rates very highly and with which I concur, is the personal association in this unfettered atmosphere where the individuals are not responsible for representing a particular departmental viewpoint. The informal discussions develop into true debates. On the personal side, one is enabled to really know a great number of individuals from the other departments.
4. From my own personal standpoint I feel that the course content and associations with the other students as well as the faculty have contributed a great deal. I feel that there

has been a definite reawakening of interest in various fields in which I normally am not involved. It is certain that in the future I will again come into contact with many of the individuals and through the past association I am sure that whatever business might be involved will be more efficiently concluded. I also wish to point out that this type of year, which could be called a sabbatical, is invaluable for the individual. Whereas in most cases he has been hard at work for 15 or 20 years, it is a unique opportunity to shed the burdens of responsibility in everyday work and reflect on the nature of the world's problems and his individual relationship to those problems. Eventually the individual becomes eager then to reassume his responsibilities with a fresh viewpoint.

5. Since the Central Intelligence Agency nominees to the course are career individuals, any education broadening and other benefits to the individual are certain to redound to the benefit of the Agency through the individual's day-to-day work. It is difficult to measure exactly what is the specific return to the Agency, but I am sure in my own mind that the Agency is repaid.

6. Because in my particular case I have been regarded as a specialist, I might offer one comment on the subject of specialists attending the course. If a specialist has been strictly confined to his field or has been in the Agency for a relatively short period of time, I would seriously question his value to the school as well as the value to such an individual. However, a specialist, who has served in other fields in the Agency and through long association with the Agency has a broad knowledge of the Agency's functions, can make his contribution just as well as an operator from the Deputy Director (Plans) or an intelligence officer from the Deputy Director (Intelligence).


JOHN S. WARNER
Acting General Counsel

cc: Deputy Director (Support)